



Incident Command System Operations Section Chief (OPS)

Overview

User

The user of this job aid will be anyone who is assigned as Operations Section Chief (OPS) within the Incident Command System (ICS). Personnel should have ICS I-100 through I-300 training and position specific training as OPS for a type 1-3 incident.

When to Use

This job aid should be used to assist the Operations Section Chief whenever an incident has occurred that requires the Incident Command System Organization to respond.

Major Accomplishments

Below is a list of the major accomplishments:

- Operations Section established
 - Resources used efficiently
 - Staging area established
 - Resources re-directed and operational
 - Operations brief given
 - Revised tactics in response to catastrophe
 - Evidence preserved
 - Access to private property obtained
 - Section demobilized
-

References

Below is a list of references that may be required while using this job aid:

- Oil Spill Field Operations Guide (FOG) (ICS OS-420-1)
 - NIIMS ICS Position Manual, Operations Officer (NFES 1985)
 - NIIMS Task Book for Operations Section Chief (NFES 2309)
 - NFCG Reference Text (NFES 1960) 2309
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Overview (Cont'd)

Materials

Ensure these materials are available to the Operations Section Chief during an incident, if not already provided in a unit or section specific support kit.

- | | |
|---|---|
| <input type="checkbox"/> Field Operations Guide | <input type="checkbox"/> NIOSH TLV Guide |
| <input type="checkbox"/> Local telephone directory | <input type="checkbox"/> CHRIS Manual |
| <input type="checkbox"/> ICS Forms Catalog | <input type="checkbox"/> Communications Plan |
| <input type="checkbox"/> Contingency Plans | <input type="checkbox"/> TOMES |
| <input type="checkbox"/> Charts and maps | <input type="checkbox"/> CAMEO and SPEARS |
| <input type="checkbox"/> USN SUPSALV Salvor's Handbook | <input type="checkbox"/> Blank roster for assisting/cooperating agency |
| <input type="checkbox"/> NOAA Shoreline Cleanup Counter-Measures Manual | <input type="checkbox"/> Pens, pencils, note paper, stapler, Post-it Notes, other office supplies |
| <input type="checkbox"/> National SAR Manual | |
| <input type="checkbox"/> Federal Response Plan | |
| <input type="checkbox"/> Maritime Law Enforcement Manual Vol I & II | |

General Information

All radio communications to Incident Communications Center will be addressed: “(Incident Name) Communications”.

Use clear text and ICS terminology (no codes) in all radio transmissions.

Initial Actions

General Tasks

Use the job aid below to assist with initial actions to be completed by the Operations Section Chief.

STEP	ACTION	✓
1.	Review common responsibilities contained in ICS OS-420-1.	
2.	Obtain an initial brief from the Incident Commander <ul style="list-style-type: none"> • Size and complexity of incident • Expectations of the IC • Incident objectives • Agencies/organizations/ stakeholders involved • Incident activities/situation • Special concerns 	
3.	Begin/maintain Unit/Activity log (ICS 214)	
4.	Acquire work materials from list on page 2	
5.	Set up workstation	

Operations Section Established

Identify Resources

Below is a checklist for identifying and organizing resources.

STEP	ACTION	✓						
1.	Identify resources <ul style="list-style-type: none"> Consult with Resource Unit Leader if assigned Consult with Division/Group Supervisors and Staging Area Managers 							
2.	Use the decision table below to evaluate span of control within the Operations Section <table border="1" data-bbox="630 688 1334 940"> <thead> <tr> <th>IF Span of Control is:</th> <th>THEN:</th> </tr> </thead> <tbody> <tr> <td>Optimal (e.g., 1-5 resources assigned)</td> <td>Maintain current staffing</td> </tr> <tr> <td>Exceeded or has the potential to be exceeded</td> <td>Create branches, divisions or groups as needed; assign resources</td> </tr> </tbody> </table> <p>NOTE: Establish division boundaries if using divisions. Reasons for establishing divisions or groups</p> <ul style="list-style-type: none"> Geographic constraints <i>Example: River, inlet, sound, bay, onshore, offshore, highway, mountains, valleys</i> Multi-functional operations occurring within one geographic area <i>Example: shoreline cleanup, near shore recovery, protective booming, emergency medical services, SAR, underwater operations</i> 	IF Span of Control is:	THEN:	Optimal (e.g., 1-5 resources assigned)	Maintain current staffing	Exceeded or has the potential to be exceeded	Create branches, divisions or groups as needed; assign resources	
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Optimal (e.g., 1-5 resources assigned)	Maintain current staffing							
Exceeded or has the potential to be exceeded	Create branches, divisions or groups as needed; assign resources							
3.	Identify other agency and RP technical specialists needed to meet objectives <i>Example: If shoreline protection is occurring then consider need for sensitive area specialist, historical preservation specialist, and/or equipment specialist, archeologists, and Critical Incident Stress Management (CISM) teams.</i>							

Continued on Next Page

Operations Section Established (Cont'd)

Identify Resources (Cont'd)

The checklist for identifying and organizing resources is continued below.

STEP	ACTION	✓
4.	Identify and assign resources to specific functions NOTE: These may be assigned to divisions or groups, strike teams or task forces	
5.	Establish communications with the field <ul style="list-style-type: none"> • Establish a communications schedule with branches, divisions, and group supervisors, e.g., every 4 hours check-in and pass status information. Information to pass includes: <ul style="list-style-type: none"> - Daily activities - Resources assigned - Resource needs - Weather conditions on site - Safety constraints - Accomplishments for inclusion into the operations brief, specified by time - Tactics revision recommendations - Assignment recommendations • Use alternative resources that are available <p><i>Examples: Cell phone, VHF/UHF radio, SAT phone, computer modem, or telephone</i></p>	

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Operations Section Established (Cont'd)

Identify Resources (Cont'd)

The checklist for identifying and organizing resources is continued below.

STEP	ACTION	✓
6.	Determine current status of operations: <ul style="list-style-type: none"> • Consult with Situation Unit Leader, if assigned • Consult branches, divisions, groups, staging area managers, task forces, and strike teams <i>Examples of information to be obtained:</i> <ul style="list-style-type: none"> • <i>Current tactics employed</i> • <i>Resources assigned</i> • <i>Resource needs</i> • <i>Weather conditions on site</i> • <i>Safety constraints</i> • <i>Tactical revisions recommended</i> • <i>Assignment recommendations</i> 	
7.	Establish security and accountability for tactical resources <ul style="list-style-type: none"> • Establish security at staging areas • Establish on-site land security for divisions or groups • Establish waterside security <ul style="list-style-type: none"> - Establish safety zones for waterside operations - Have the Coast Guard issue Broadcast Notice to Mariners (BNTM) - Establish security zones for events dealing with national security issues • Establish flight restrictions <ul style="list-style-type: none"> - Have the Federal Aviation Administration issue Notice to Airmen (NoTAM) 	

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Resources Used Efficiently (Cont'd)

Tasks	Below is a checklist for using resources efficiently.			
STEP	ACTION			✓
1.	Develop strategies, tactics and assignments, based on incident type and IC's immediate objectives			
ICS 202 Example:				
Mission area example	Objective	Strategy	Tactic	Assignments
<p>Oil Spill</p>	<ul style="list-style-type: none"> Skim all free-floating oil on the Savannah River by 2000 	<ul style="list-style-type: none"> Skim oil at source Collect oil as it flows down the river before reaching staging areas 	<ul style="list-style-type: none"> Place OSRV down current from leaking tank ship Deploy collection boom at Ocean Terminal slip no.1 and skim oil 	<p>Oil Skimmer Group</p> <ul style="list-style-type: none"> Use GEORGIA RESPONDER 600 ft from leaking tank ship Deploy helo to direct skimming resources Deploy 300' of 18" harbor boom and deploy weir skimmer and 3 vacuum trucks to recover product
<p>Search and Rescue (SAR)</p>	<p>Conduct search to rescue 3 potential victims 20 miles offshore at position --- by (time based on input time given by RCC)</p>	<ul style="list-style-type: none"> Surface search based on prevailing weather conditions, i.e., temperature, wave height and wind 	<ul style="list-style-type: none"> Parallel search or expanding square search dependant on situation, e.g., PIW, or in rafts, etc. 	<p>Single resource;</p> <ul style="list-style-type: none"> 41436 search area B-1

Resources Used Efficiently (cont'd)

Tasks	Below is a checklist for using resources efficiently.			
STEP	ACTION			✓
ICS 202 Example (cont'd)				
Mission area example	Objective	Strategy	Tactic	Assignments
Hurricane Operations	<ul style="list-style-type: none"> Verify Savannah River channel is safe for navigation by 2400 	<ul style="list-style-type: none"> Assess ATON damage & positions Conduct hydrographic surveys of channel 	<ul style="list-style-type: none"> Complete offshore areas first due to wx conditions Complete inland surveys 	Waterways Group <ul style="list-style-type: none"> (2) 21' & (1) 55' ATON vessels (2) 35' hydrographic survey craft
Maritime Law Enforcement	<ul style="list-style-type: none"> Intercept/interrupt drug smuggling operations on the M/V "GOTTA JOINT" based on most current intelligence 	<ul style="list-style-type: none"> Establish harbor surveillance at Elba Island Cut and Field's Cut 	<ul style="list-style-type: none"> ID each transiting vsl which fits description Set up "picket boats" using undercover local marine resources to ID suspect vsl 	LE Task Force 3; <ul style="list-style-type: none"> HH-65A 41325 22354 20 MP boat 22 MP boat

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Resources Used Efficiently (Cont'd)

Tasks

The checklist for using resources efficiently is continued below.

STEP	ACTION	✓
3.	Establish immediate for next operational period tactics <ul style="list-style-type: none"> • Consult division/group supervisor and Strike Teams/Task Force Leaders for recommended tactics and resource needs • See major accomplishments for revised tactics if major change in situation • Use ICS 215 (Operational Planning Worksheet) to develop operational tactics for next operational period 	
4.	Address personnel safety issues <ul style="list-style-type: none"> • Consult with Safety Officer if assigned • Identify the 11 common safety hazards <ul style="list-style-type: none"> - Slips, trips and falls - Oxygen hazards - Explosion hazards - Toxicity hazards - Radiation hazards (Ionizing and Non-Ionizing) - Electrical hazards - Noise hazards - Thermal hazards (heat and cold) - Chemical hazards - Cargo chemical agents, non-cargo - Biological hazards (virus, bacterial, fungus, parasite, or living organism that can cause disease in humans) 	

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Resources Used Efficiently (Cont'd)

Tasks

The checklist for using resources efficiently is continued below.

STEP	ACTION	✓																								
5.	<p>Identify/assign resources to accomplish objectives</p> <p>Develop and implement emergency response plan if situation involves release of substance above the Threshold Limit Value (TLV)</p> <p>Use decision table below for emergency situations and time critical situations as deemed reasonable and necessary</p> <table border="1" data-bbox="630 716 1263 936"> <thead> <tr> <th data-bbox="630 716 987 800">IF Commercial Resources are</th> <th data-bbox="987 716 1263 800">THEN Use</th> </tr> </thead> <tbody> <tr> <td data-bbox="630 800 987 852">Available and adequate</td> <td data-bbox="987 800 1263 852">Commercial first</td> </tr> <tr> <td data-bbox="630 852 987 936">UNavailable or INadequate</td> <td data-bbox="987 852 1263 936">Government resources</td> </tr> </tbody> </table>	IF Commercial Resources are	THEN Use	Available and adequate	Commercial first	UNavailable or INadequate	Government resources																			
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Available and adequate	Commercial first																									
UNavailable or INadequate	Government resources																									
6.	<p>Provide statistical information critical to the success of the operation, which is needed by controlling/directing agencies; obtain data needed from Division/Group Supervisors</p> <p><i>Example: Use the worksheet below (for oil spills) calculate the percentage of oil recovered;</i></p>																									
<table border="1" data-bbox="558 1251 1325 1879"> <thead> <tr> <th data-bbox="558 1251 656 1297">Step</th> <th data-bbox="656 1251 1062 1297">ACTION</th> <th data-bbox="1062 1251 1325 1297">CALCUATION</th> </tr> </thead> <tbody> <tr> <td data-bbox="558 1297 656 1409">1.</td> <td data-bbox="656 1297 1062 1409">Enter total gallons (oil + water mixed) recovered by SKIMMERS</td> <td data-bbox="1062 1297 1325 1409">_____gal</td> </tr> <tr> <td data-bbox="558 1409 656 1482">2.</td> <td data-bbox="656 1409 1062 1482">Estimate percentage of oil in oil/water mix</td> <td data-bbox="1062 1409 1325 1482">_____%</td> </tr> <tr> <td data-bbox="558 1482 656 1587">3.</td> <td data-bbox="656 1482 1062 1587">Multiply Step 1 by Step 2 to determine amount of oil recovered by skimmers</td> <td data-bbox="1062 1482 1325 1587">_____gal</td> </tr> <tr> <td data-bbox="558 1587 656 1661">4.</td> <td data-bbox="656 1587 1062 1661">Enter amount of oil recovered in ABSORBENTS</td> <td data-bbox="1062 1587 1325 1661">_____gal</td> </tr> <tr> <td data-bbox="558 1661 656 1734">5.</td> <td data-bbox="656 1661 1062 1734">Enter amount of oil recovered by other means</td> <td data-bbox="1062 1661 1325 1734">_____gal</td> </tr> <tr> <td data-bbox="558 1734 656 1839">6.</td> <td data-bbox="656 1734 1062 1839">Add Steps 3, 4, and 5 to determine total oil RECOVERED</td> <td data-bbox="1062 1734 1325 1839">_____gal</td> </tr> <tr> <td data-bbox="558 1839 656 1879">7.</td> <td data-bbox="656 1839 1062 1879">Enter total amount of oil</td> <td data-bbox="1062 1839 1325 1879"></td> </tr> </tbody> </table>			Step	ACTION	CALCUATION	1.	Enter total gallons (oil + water mixed) recovered by SKIMMERS	_____gal	2.	Estimate percentage of oil in oil/water mix	_____%	3.	Multiply Step 1 by Step 2 to determine amount of oil recovered by skimmers	_____gal	4.	Enter amount of oil recovered in ABSORBENTS	_____gal	5.	Enter amount of oil recovered by other means	_____gal	6.	Add Steps 3, 4, and 5 to determine total oil RECOVERED	_____gal	7.	Enter total amount of oil	
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7.	Enter total amount of oil																									

	SPILLED	_____ gal
8.	Divide Step 6 by Step 7 to determine percentage of oil recovered	_____ %
7.	Provide critical statistical information to situation unit.	

Staging Areas Established

Tasks

Below is a checklist for setting up the staging areas.

STEP	ACTION	✓						
1.	Establish staging area in close proximity to incident operations							
2.	Establish staging area away from all hazards. Use the decision table below							
<table border="1"> <thead> <tr> <th>IF:</th> <th>THEN Select a Staging Area:</th> </tr> </thead> <tbody> <tr> <td>Water</td> <td> Large enough to accommodate vessel resources, i.e. shipyard for larger vessels, marinas/boat ramps for smaller vessels to provide rapid access to incident Other considerations: <ul style="list-style-type: none"> • Tidal conditions • Currents • Provides personnel adequate access to/from vessel </td> </tr> <tr> <td>Land</td> <td>To accommodate any size vehicle – access roads present to accommodate resources to respond to incident</td> </tr> </tbody> </table>			IF:	THEN Select a Staging Area:	Water	Large enough to accommodate vessel resources, i.e. shipyard for larger vessels, marinas/boat ramps for smaller vessels to provide rapid access to incident Other considerations: <ul style="list-style-type: none"> • Tidal conditions • Currents • Provides personnel adequate access to/from vessel 	Land	To accommodate any size vehicle – access roads present to accommodate resources to respond to incident
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Land	To accommodate any size vehicle – access roads present to accommodate resources to respond to incident							
3.	Assign Staging Area Manager <ul style="list-style-type: none"> • Refer to Field Operations Guide, page 5-3, for Staging Area Manager responsibilities • Staging Area Managers coordinate with Resource Unit Leader 							

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Staging Areas Established (Cont'd)

Tasks (Cont'd)

The checklist for setting up the staging areas is continued below.

STEP	ACTION	✓
5.	Coordinate with property owners for possible staging area use <ul style="list-style-type: none"> • Consult applicable Contingency Plans • Coordinate with Logistics Section Chief for possible lease agreements • Coordinate with state or local agencies if publicly owned 	

Resources Redirected

Tasks

Below is a checklist for redirecting resources.

STEP	ACTION	✓																	
1.	<p>Analyze resource allocation within divisions and groups. Use the decision table below</p> <ul style="list-style-type: none"> • Identify resources not fully utilized • Identify resource deficiencies <table border="1" data-bbox="558 627 1325 1218"> <thead> <tr> <th data-bbox="558 627 716 747">IF Resource Is</th> <th data-bbox="716 627 881 747">AND</th> <th data-bbox="881 627 1037 747">AND</th> <th data-bbox="1037 627 1325 747">THEN</th> </tr> </thead> <tbody> <tr> <td data-bbox="558 747 716 1016" rowspan="2">Needed</td> <td data-bbox="716 747 881 863">Available from staging</td> <td data-bbox="881 747 1037 863">→</td> <td data-bbox="1037 747 1325 863">Redirect to deficient division or group</td> </tr> <tr> <td data-bbox="716 863 881 1016">NOT available from staging</td> <td data-bbox="881 863 1037 1016">→</td> <td data-bbox="1037 863 1325 1016">Order from RUL and assign</td> </tr> <tr> <td data-bbox="558 1016 716 1218" rowspan="2">Surplus</td> <td data-bbox="716 1016 881 1218" rowspan="2">Assigned to division or group</td> <td data-bbox="881 1016 1037 1134">Potential need exists</td> <td data-bbox="1037 1016 1325 1134">Assign to staging</td> </tr> <tr> <td data-bbox="881 1134 1037 1218">NO potential</td> <td data-bbox="1037 1134 1325 1218">Demobilize</td> </tr> </tbody> </table>	IF Resource Is	AND	AND	THEN	Needed	Available from staging	→	Redirect to deficient division or group	NOT available from staging	→	Order from RUL and assign	Surplus	Assigned to division or group	Potential need exists	Assign to staging	NO potential	Demobilize	
IF Resource Is	AND	AND	THEN																
Needed	Available from staging	→	Redirect to deficient division or group																
	NOT available from staging	→	Order from RUL and assign																
Surplus	Assigned to division or group	Potential need exists	Assign to staging																
		NO potential	Demobilize																
2.	Inform Resource Unit Leader of resource move																		

Operations Brief Given

Tasks

Below is a checklist for completing an operations brief.

STEP	ACTION	✓
1.	Refer to page 13-1 in the Field Operations Guide (ICS OS-420-1) or other organizational field guide (if it which tells OPS how to conduct an operations brief)	
2.	Brief current response actions and last shift's accomplishments <ul style="list-style-type: none"> • By Division, Group, Task Force (TF) and Strike Team (ST) • ST and TF if not assigned to a Group or Division 	
3.	Brief objectives for next operational period	
4.	Provide weather information <i>Example: sea state, wave height, wind speed/direction, precipitation, forecast/current trends</i>	
5.	Brief Division, Group and Air Operation assignments <ul style="list-style-type: none"> • Use ICS Incident Action Plan (IAP) 	
6.	Provide safety messages	
7.	Provide trajectory analysis	
8.	Provide communication updates	
9.	Provide transportation updates	

Revise Tactics In Response To Catastrophe

Tasks

Below is a checklist for revising tactics in response to a catastrophe.

STEP	ACTION	✓						
1.	Identify hazards							
2.	Form task force or group to address emergency conditions (fire, SAR, salvage, etc.) <ul style="list-style-type: none"> • Identify immediate strategies and tactics • Identify resource needs <ul style="list-style-type: none"> - Specialized equipment - Incident specific trained personnel 							
3.	Exchange information with the Incident Commander. Use the decision table below <table border="1" style="margin-left: 20px;"> <thead> <tr> <th>IF:</th> <th>THEN:</th> </tr> </thead> <tbody> <tr> <td>SEPARATE incident</td> <td>Meet with IC for ICS 201 brief</td> </tr> <tr> <td>MAJOR CHANGE in incident</td> <td>Brief the IC on changes as outlined in FOG, page 13</td> </tr> </tbody> </table>	IF:	THEN:	SEPARATE incident	Meet with IC for ICS 201 brief	MAJOR CHANGE in incident	Brief the IC on changes as outlined in FOG, page 13	
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SEPARATE incident	Meet with IC for ICS 201 brief							
MAJOR CHANGE in incident	Brief the IC on changes as outlined in FOG, page 13							

Access to Private Property (oil and hazardous material spills only)

Tasks

Below is a decision table used to access private property

IF Owner is	AND Owner Can	AND Adjacent Property Is	THEN
Cooperative	→	→	<ol style="list-style-type: none"> 1. Document condition of property 2. Enter
Uncooperative	Be persuaded	→	<ol style="list-style-type: none"> 1. Document condition of property 2. Enter
	NOT be persuaded	Available and suitable	<ol style="list-style-type: none"> 1. Document condition of adjacent property 2. Enter adjacent property
		NOT available or NOT suitable	<ol style="list-style-type: none"> 1. Contact local, state, federal law enforcement for escort 2. Document condition of property 3. Enter

Section/Unit Demobilized

Tasks

Below are demobilization responsibilities applicable to all personnel assigned to this section/unit.

STEP	ACTION	✓
1.	Evaluate need for demobilization beginning early on during the event	
2.	Provide input to the demobilization plan	
3.	Consult with Liaison Officer, Demobilization Unit Leader, and Planning Section Chief for release priorities	
4.	Receive Demobilization Plan from Demobilization Unit Leader/Planning Section Chief	
5.	Brief subordinates regarding demobilization	
6.	Supervise demobilization of unit, including storage of supplies	
7.	Coordinate with Decontamination Unit Leader (if assigned) to identify contaminated resources to be demobilized; otherwise the Operations Section Chief is responsible for decontamination of resources	
8.	Provide Supply Unit Leader with a list of supplies to be replenished	
9.	Forward all Section/Unit documentation to Documentation Unit	
10.	Complete Check-out Sheet	



Information Exchange Matrix

Inputs/Outputs

Below is an input/output matrix to assist you with obtaining information from other ICS positions and providing information to ICS positions.

Meet With:	WHEN:	OPS OBTAINS:	OPS PROVIDES:
Incident Commander	Check-in brief Command staff meeting Planning meeting Pre-ops brief	IC expectations Response objectives (prioritized list) Motivational remarks	Feedback on status of objectives Recommended strategy and tactics to meet objectives Completed ICS 215
Planning Section Chief	Tactics pre-planning meeting Planning meeting IAP prep meeting	Alternative strategies and tactics Proposed IAP Briefing on situation, critical/sensitive areas, resource status/availability, weather Completed ICS 204's	Proposed strategies and tactics for next operational period Input to demobilization plan Branch/Division/Group boundaries/functions Information needed to complete ICS 204's
Logistics Section Chief	Tactics pre-planning meeting	Transportation updates Prognosis for resource availability	Transportation needs Resource needs
Safety Officer	Planning meeting	Safety message	Brief on strategy and tactics for next operational period
Resource Unit Leader	Tactics pre-planning meeting Planning meeting	Resource status	Resource needs / surplus ICS 215
Situation Unit Leader	Tactics pre-planning meeting Planning Meeting	Weather Future projections for incident	

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Information Exchange Matrix (Cont'd)

Meet With:	WHEN:	OPS OBTAINS:	OPS PROVIDES:
Division and Group Supervisors Task Force Leaders Strike Team Leaders	Prior to tactics pre-planning meeting Pre-ops brief	Current response actions Shift accomplishments Ops facilities assignment update Transportation needs Communications needs Berthing, meals, rest concerns Future resource needs	Communications plan Division/Group/Air/Strike Team/Task Force assignments